U.S. ARMY

TIM

Transformation of Installation Management

A Systems Approach To Developing a Web-based Learning/Resource Site

Agenda

- **Purpose**
- **Background**
- **Challenges**
- **Systems Approach**
- **Processes**
- **Benefits to the Sustaining Base**
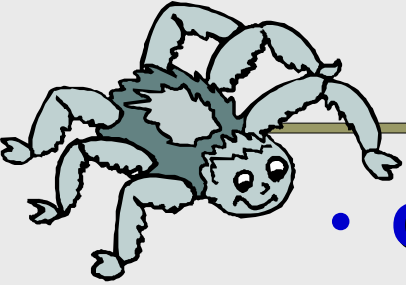- **Lessons Learned**
- **Conclusion**

Purpose

To provide information on the *PROCESS* of completing a web page on the Transformation of Installation Management (TIM) to be used by the Army Management Staff College as a web based learning tool.

Background

- **Offered a web based project in lieu of a professional paper.**
  - **New concept for SBLM program.**
  - **Nothing defined.**
  - **Team effort.**
  - **Different set of faculty advisors.**
  - **"Real time" tool for AMSC**
  - **Foundation for future SBLM students**
- **Focused on Transformation to Installation Management (TIM).**
- **Provided tools: Caucus and web page developers.**
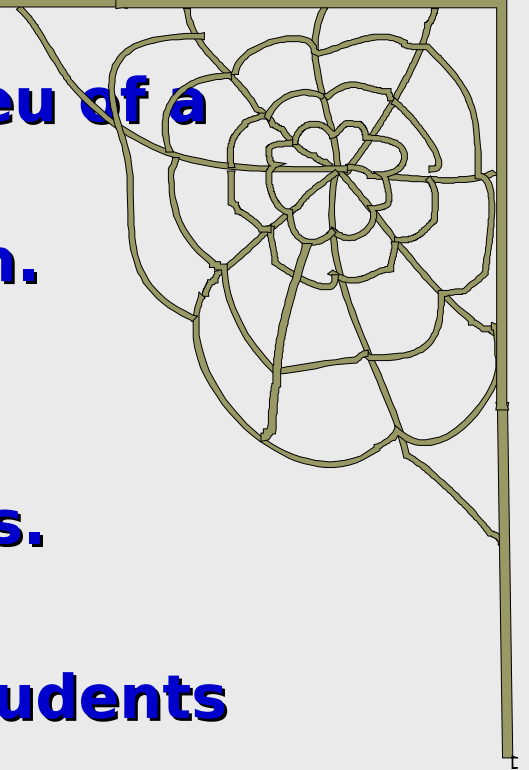
Challenges

- **Strangers (at first) working together:**

Josh	Peter	Susan	Lance		ISTJ
Male	Male	Female	Male		ESFJ
Ft. Monroe	Ft.Devens	Ft. Shafter	Cp Gray		ENFJ
Seminar 14	Seminar 14	Seminar 8	Semnar 3		ESTJ

  - Variety of ages, backgrounds, skills, genders, religions, personalities, etc.

- **End product content undefined.**
  - What is it?
  - How do we get there?

One Team

Susan

Peter

Josh

Lance

+

Faculty

LTC Frank Emery   Resident Instructor

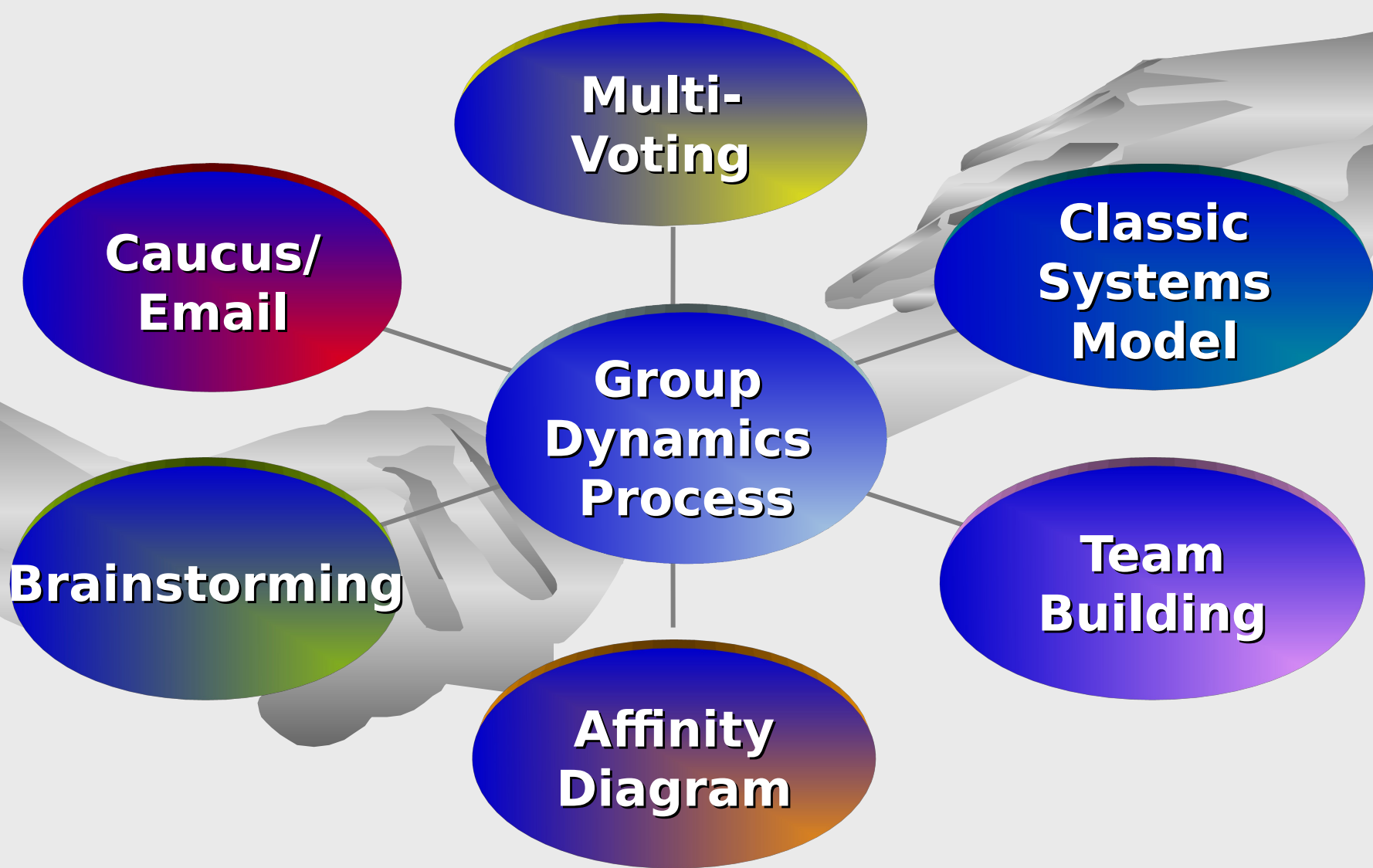Mike Konopka   Non-Resident Instructor

George Kopacki Command Programs

6

A Web Based Learning / Resource Site

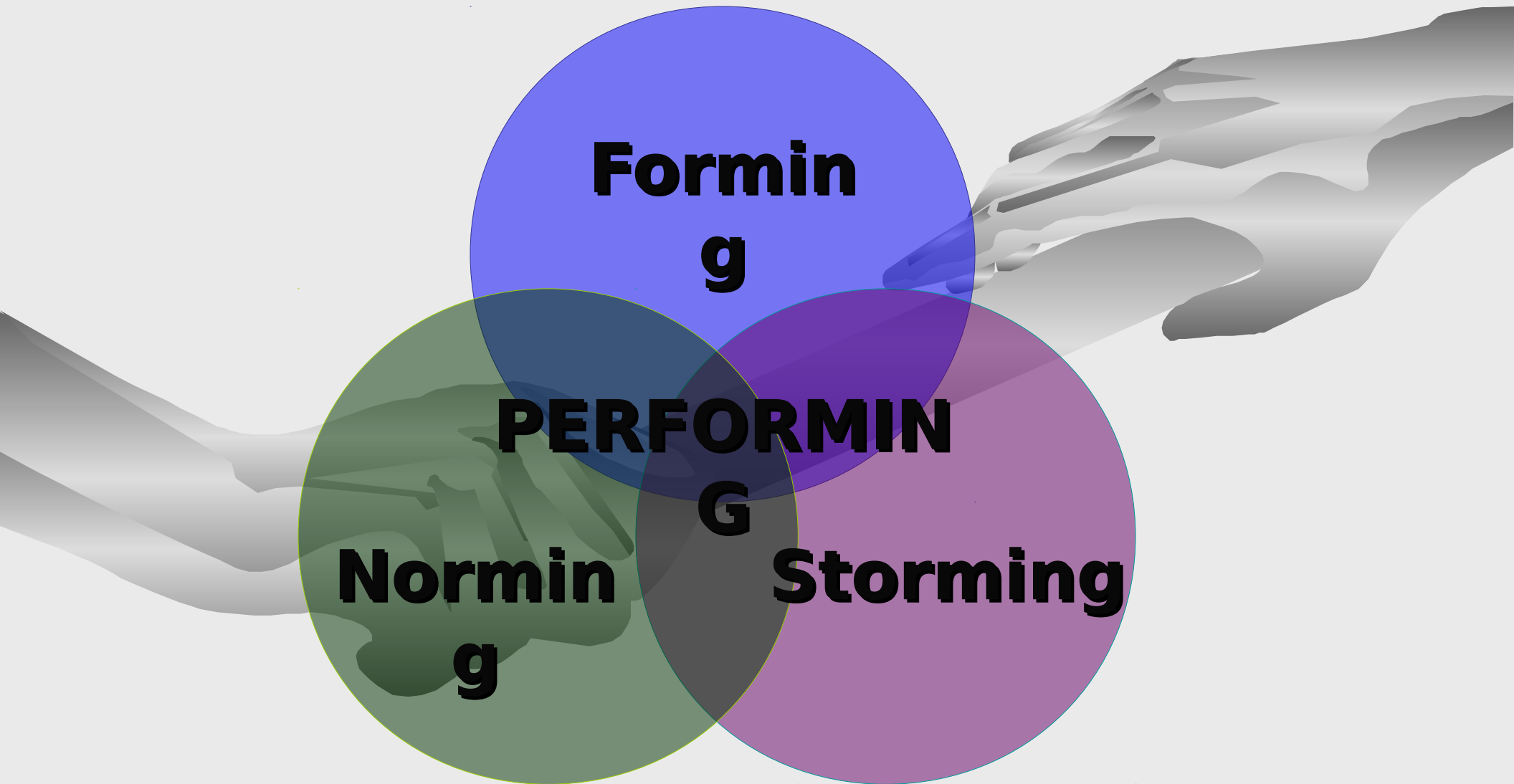|	Ends {Objective}	Ways {How}	Means {With What}
Strategic {Net Users / World Wide Web}	Develop Web Page	Web Surfing	Internet
Operational {Web Advisors/ AMSC}	Produce Web Page	Provide Access To Web Page	Web Advisor Computer Dream Weaver
Tactical {Team, Faculty, Future Teams}	Produce Web Page Mission & Information	Team Bldg Research Faculty Guidance	Papers on TIM Home Station Info Garisson Cdr Briefing

Ends = Ways + Means

Systems Approach

Multi-Voting

Caucus/ Email

Classic Systems Model

Group Dynamics Process

Brainstorming

Team Building

Affinity Diagram

Team Process

Forming

PERFORMING

Norming

Storming

Team Building

- **Team behavior charteristics:**
  - Ground rules
  - Decision making
  - Roles
  - Values
- **Purpose:**
  - Competency
  - Customers
- **Measures of success:**
  - Data sharing
  - Norming

- **Proven methods:**
  - Brainstorming
  - Affinity diagram
  - Synthesis
  - Input-process steps
- **Team conflicts:**
  - Use facilitators
  - Manage conflicts
  - Recognize agreements
  - Encourage participation
- **Team ending:**
  - Check results
  - Document process

Forming

Storming

Norming

Synergy

Adjourning

10

First Crack "Hit or Miss Technique"

TIM Web-based Project SBLM 02-3

Thesis: Identify the impact of TIM on the sustaining base.

Group Dynamics

HyperLinks

* IMA Background

* Northeast Regional Office

* Positive Impact

* Negative Impact

Frequently Asked Questions

* Each member of the team would take one of these subjects and expand on it for the final product.

Classic Systems Model

- Approved this model (after the fact) to our last iteration to move forward on the project.

MISSED

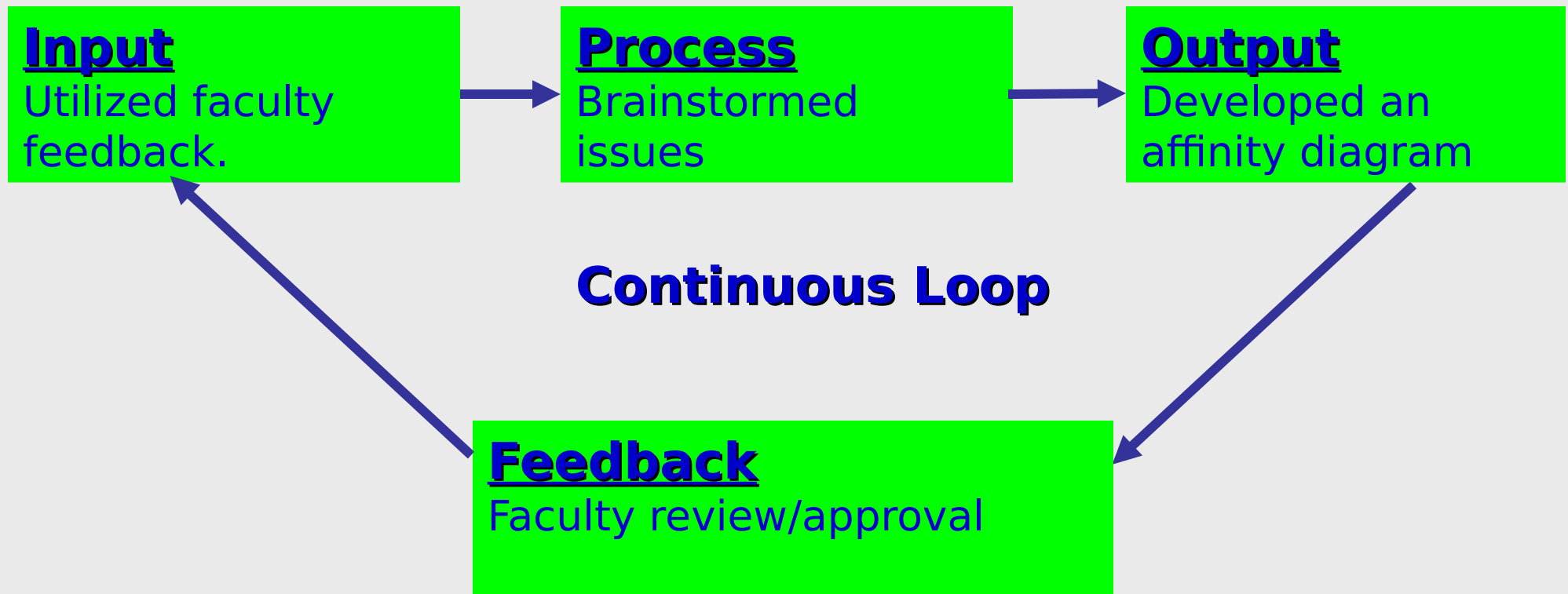| **Input**	**Process**	**Output**
Someone suggested a solution	Group defined suggestion	Group voted to accept suggestion

Feedback

Initial scope did not address magnitude of effort in the four areas. It was just done on a "hit or miss" process with no good rational for selecting these areas.

Classic Systems Model

- **Applied this model to our future iterations to move forward on this project.**

Input
Utilized faculty feedback.

Process
Brainstormed issues

Output
Developed an affinity diagram

Continuous Loop

Feedback
Faculty review/approval

13

Brainstorming

- **Rules:**
  - Have a facilitator.
  - Proceed in silence.
  - Use sticky notes.
  - Write any idea/issue.
  - Proceed one at a time to place sticky notes anywhere on wall.
  - Stop when ideas stop.
- **Color code for notes:**
  - Member 1
  - Member 2
  - Member 3
  - Member 4
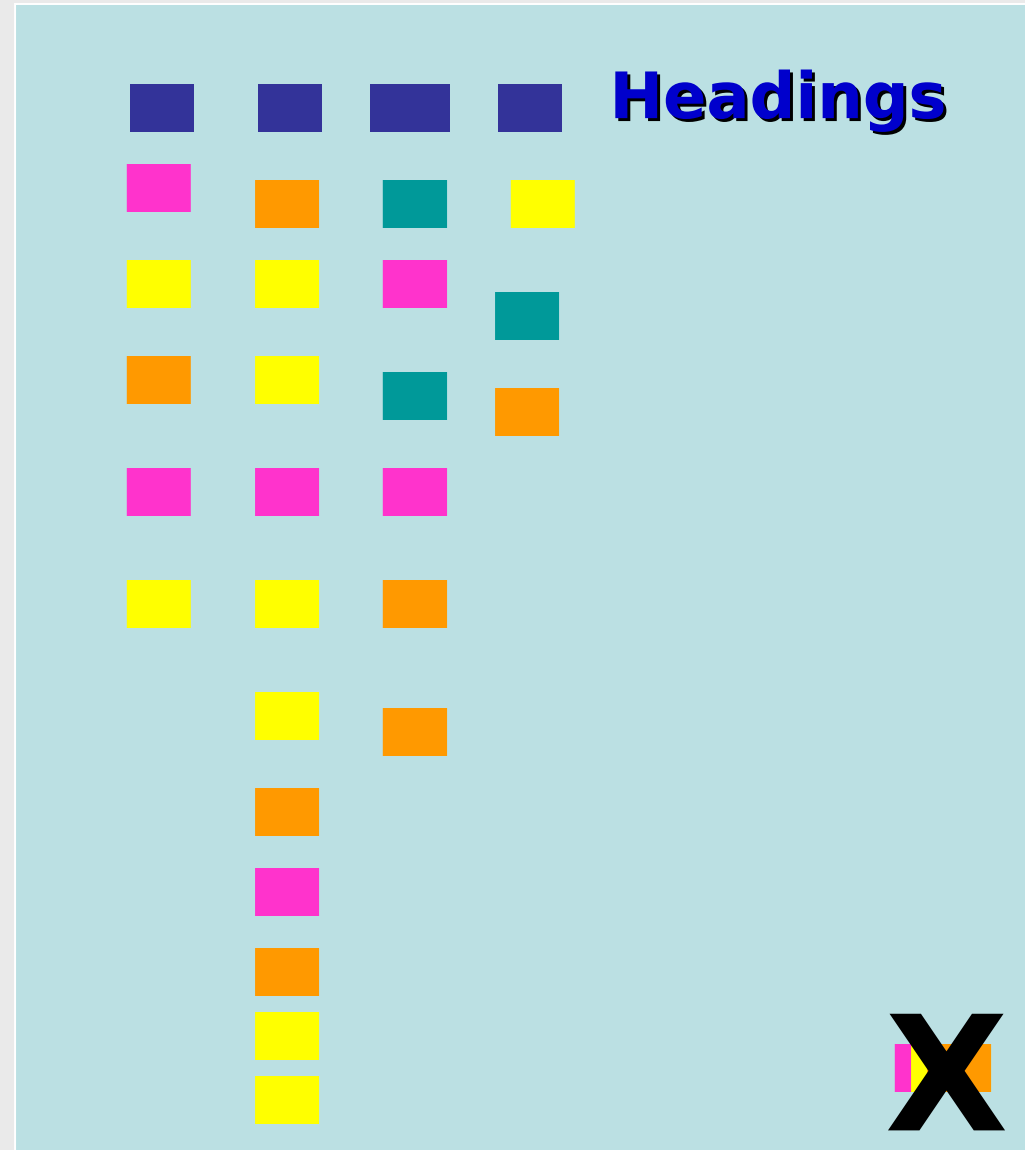- **Next: Affinity Diagram.**
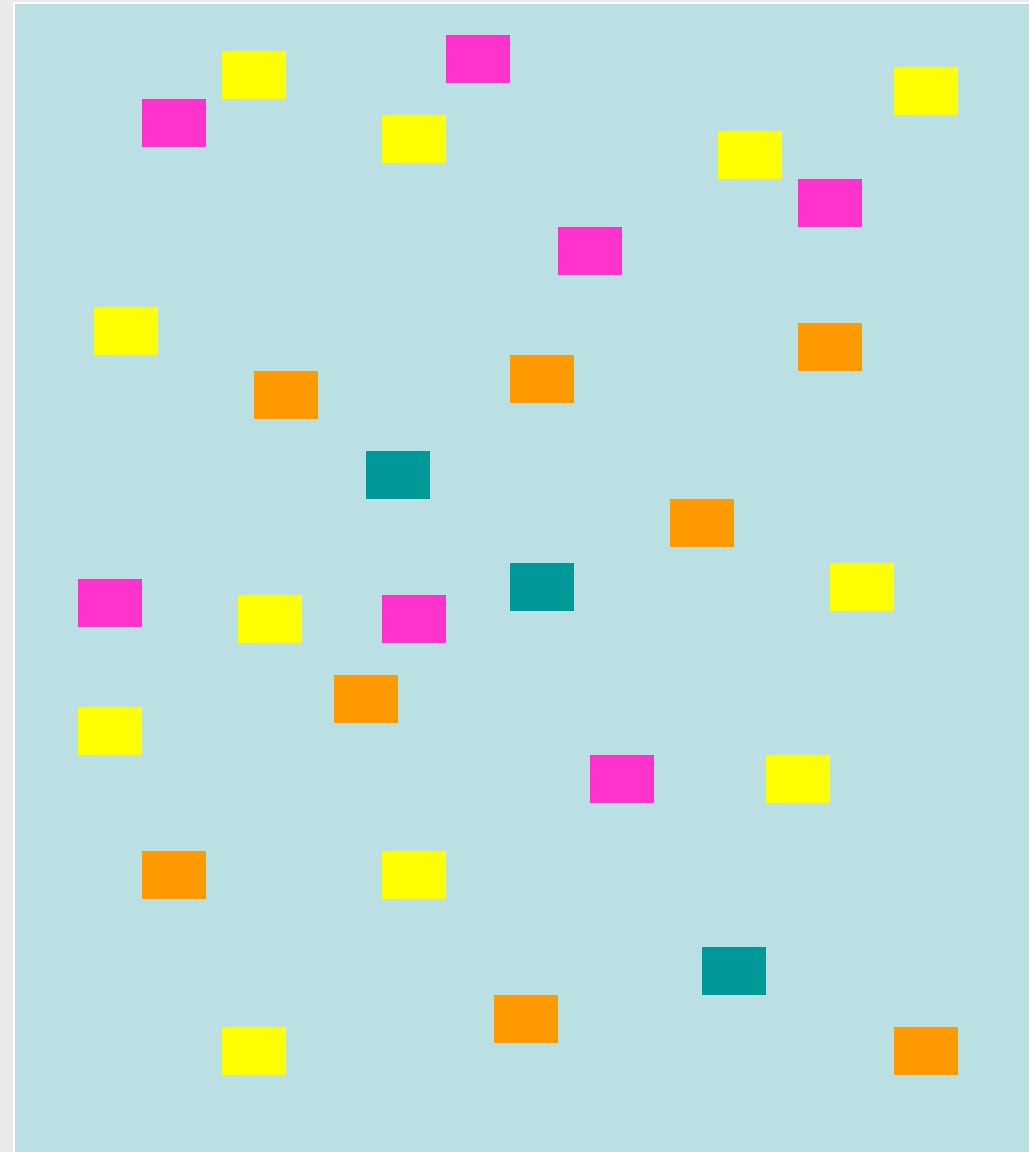
Affinity Diagram

- **Rules:**
  - **First member arranges all notes into similar groups by columns.**
  - **Next member rearranges as necessary, then proceed to next member, until no more rearranging is necessary.**
  - **Duplicated issues are put together.**
  - **Issues that are not relevant or can't be placed will be put into the bone pile.**

Headings

Final Affinity Diagram

Organization and Operations and Structure Issues

Resourcing Issues

People and Personnel Issues

Outcome Issues

Organization and Operations and Structure Issues / Outcome Issues	Resourcing Issues	People and Personnel Issues	
Mission Commander engrg Mstr Pln Background Standardize feedback	Resources	Expedite recruitment process	Provide stable
IMA function well defined	Challenges in various types of funding.	Incorporate mandatory Individual Development Plans	on services
IMA support requirements IMA database	Effective spending of SRM funding.	Personnel retention (job security)	GIS/R –
and customer via web. computers with	Funding	Roles and responsibilities of staff	Utilize
Leadership software	Soldiers' needs	User	brainstorming
Sub-commands	Funding same color for IMA	Customer	linking users
Command		Pay banding	Services
Board of Directors		Reduced personnel	Process
Rating schemes services provided		Division of labor	Feedback on
Rating chain, military/civilian ROs		Qualified personnel	by IMA and
Communications with MACOM supply procurement		Transition of people to TIM	Centralize
and Garrison Commander procurement		TDA structure	Centralize equip
Eliminate Regional offices, regionalize contracts			Centralize/
just have an IMA HQ order processing			Simplify work
Regional responsibilities Streamline/redesign			
Transition procedure			accounting
CONUS regions same, efficient org			Identify most

16

Multivoting

- **Utilized to reduce and/or prioritize issues/tasks.**

Organization and Structure Issues	# Votes	Resourcing Issues	# Votes	People and Personnel Issues	# Votes	Operations and Outcome Issues	# Votes
Background	2333,11	Resources	0001,01	Transition of people to TIM	1200,03	Standardize facility standards	0020,02
IMA function well defined	0220,04	Challenges in various types of funding.	1000,01	Roles and responsibilities of staff	0200,02	Services	
Organization requirement	1002,03	Effective spending of SRM funding.	1000,01	Customer	0001,01	Feedback on services provided by IMA and ROs	
Regional responsibilities	0002,02					Centralize or regionalize contracts	
Implement activity based costing	0020,02						
Management by Objective, control personnel salaries/grades based on available funding.	1000,01						

Synthesis

| Organization and Structure Issues		Resourcing Issues		People and Personnel Issues		Operations and Outcome Issues	
Background	Peter, Josh, Susan			Transition of people to TIM	Susan, Lance	Standardize facility standards	Lance, Peter
Regional responsibilities	Josh						

- **Challenge: combining multiple papers to produce one coherent smooth flowing article.**
- **Two author papers were easy for the team to combine.**
- **Three author papers were difficult.**
  - **Combined three papers into one, unsuccessfully.**
  - **Used synthesis to <u>successfully</u> make one paper.**
    - **Broke up the combined paper into sections.**
    - **Regrouped the sections and revised the wording.**

Final Team Responsibilities

Regional Responsibilities

Josh

Standardize Facility Standards & Services

Lance

Peter
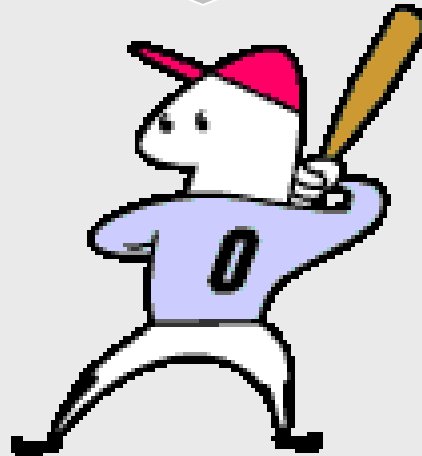
Transition of People

Lance

Susan

BACKGROUND

Josh

Peter

Susan

Benefits to the Sustaining Base

- **This process and final website strengthens:**
  - **Team building skills**
  - **Problem solving skills**
  - **Analytical/critical thinking skills**
  - **Understanding on TIM/IMA**

Thesis: **Educating the sustaining base on TIM/IMA an**
related issues increases the Army's effective

Lessons Learned

- **Applying tools learned in SBLM to projects achieved better results.**

- **Writing a professional paper much easier and quicker.**

- **Working on this web based/team project produced constructive stress.**

- **Participating in group dynamics proved to be:**
  - **fun**
  - **challenging**
  - **exciting**

Conclusion

- **Applying proven methods achieve quality results more efficiently.**

- **Participating on teams can be <u>challenging</u>, <u>hard work</u>, and very <u>rewarding</u> in the end.**

<u>Thesis</u>: Educating the sustaining base on TIM/IMA and
related issues increases the Army's effectiveness.